

**Federal Real Property Advisory Group (FRPAG) Meeting**  
**May 18, 2011**

**AGENDA**  
(draft)

8:30 AM	<b>Registration and Coffee</b>	<b>Conference Room 1201B</b>
9:00 AM	<b>Welcome and Introductions</b> <ul style="list-style-type: none"><li>• Overview of FRPAG</li></ul>	<b>Carolyn Austin-Diggs</b> Co-Chair FRPAG Director Office of Real Property Management GSA Office of Governmentwide Policy
9:15 AM	<b>Remarks by FRPAG Co-Chair</b>	<b>Debra Sonderman</b> Co-Chair, FRPAG Director, Office of Acquisition & Property Management Department of Interior
9:30 AM	<b>Roundtable Discussion: Space Efficiency and the Mobile Workforce</b> <ul style="list-style-type: none"><li>• Overview/Discussion of Strawman</li><li>• Next Steps/Recommendations</li></ul>	<b>Discussion Facilitator:</b> <b>Carolyn Austin-Diggs</b> , Co-Chair FRPAG <b>Participants:</b> <b>Richard Espinoza</b> , Assistant Director for Real Property, Dept. of Homeland Security <b>Nathalie Tisseaux</b> , Architect, Business Analysis Investment Planning Staff, Dept. of Commerce/NOAA <b>Gavin Bloch</b> , Chief Asset Officer, Office of Real Property Asset Management, GSA Public Buildings Service <b>Adam Bodner</b> , Director, Office of Real Property Development, Dept. of State
10:45 AM	<b>Break</b>	
11:00 AM	<b>Wrap Up - Office of Real Property Management:</b> <ul style="list-style-type: none"><li>• Next steps</li><li>• Topics for next meeting</li></ul>	<b>Carolyn Austin-Diggs</b> Co-Chair FRPAG

# FEDERAL REAL PROPERTY ADVISORY GROUP (FRPAG)

## MEETING NOTES

### MAY 18, 2011 FRPAG MEETING

#### WELCOME AND INTRODUCTIONS

Carolyn Austin-Diggs, Deputy Associate Administrator for the Office of Real Property Management with the General Services Administration's (GSA) Office of Governmentwide Policy (OGP), welcomed everyone to the May 18th Federal Real Property Advisory Group (FRPAG) meeting. Attendees introduced themselves around the conference room in the new GSA headquarter's building located at One Constitution Square, in Washington, DC.

There were 36 attendees from 17 Federal agencies and departments. A list of attendees and agencies is included at the end of these notes. She addressed the major theme of the FRPAG meeting and the actions taken leading up to this meeting. Carolyn indicated that since then she had been working with Co-Chair, Debra Sonderman, from the Department of the Interior, and several other FRPAG members, to review how the FRPAG is doing, whether it has been meeting the needs of our members, and what its role should be and what direction it should be taking.

It was emphasized that she did this to ensure that the Group continues to meet members' needs as Federal asset managers and the needs of their respective agencies.

She also mentioned the building tour for interested members after the FRPAG meeting of the new GSA facility where the meeting was being held. The building featured innovative workplace and building design features similar to what they would be addressing.

Carolyn next covered the formation of the new Executive Committee to help lead the FRPAG and assist in developing and implementing a strategy to better accomplish the objectives of the FRPAG mission.

Membership in the FRPAG Executive Committee is comprised of FRPAG members from the Departments of Agriculture, Commerce (NOAA), Defense, Homeland Security, Interior, and State, and GSA's Public Buildings Service.

The Executive Committee initially met on October 18, 2010, and addressed what the Committee format and process should be. They met again two more times. On Feb 11, they developed issues of importance to the Executive Committee members and then how they would approach this with the entire FRPAG body. They identified 3 issues for FRPAG to address.

1. Space Efficiency and the Mobile Workforce – which is multi-faceted to include telework, deploy other workplace arrangements, with the intent to utilize space better, and reduce our carbon footprint
2. Disposal of properties – to address the tools that are lacking, the need for legislation to provide for funding and other authorities, e.g., retention of proceeds (for example, the Department of Energy and NASA may have received upfront funding to dispose of assets)
3. Performance measures – e.g., the replacement value provided into the Federal Real Property Profile; the definition, which allows agencies latitude in deriving the measure

The Executive Committee narrowed this down to 2 issues. At the April 27 meeting, they went over the straw man proposal format developed for the Mobile Workforce for use in the full body meeting.

Carolyn also indicated to the members that they will start to cover the other issue of Disposal of Unneeded Federal Assets at a later FRPAG meeting.

The purpose of the “straw man proposal format” is to stimulate and define discussion for the entire Group. It includes defining the issue/purpose, issue background information, governmentwide impacts, alternative solutions, expected outcomes, and recommended alternative.

Carolyn went on to further address the major theme of today’s meeting of “Space Efficiency and the Mobile Workforce,” a top Administration issue challenging today’s Federal asset manager. She described how space efficiency and savings, and alternative workplace arrangements (such as telework), and subsequent related issues such as disposal of unneeded assets are high priorities for the Office of Management and Budget (OMB) and Congress and are supported by recent budget and legislative proposals.

For example, the President's Memorandum of June 10, 2010 on Disposing of Unneeded Federal Real Estate directed agencies to eliminate wasteful spending of taxpayer dollars, save energy and water, and further reduce greenhouse gas pollution through making better use of real property assets as measured through utilization and occupancy rates, annual operating costs, energy efficiency and sustainability. The Memorandum provides the catalyst for Federal agencies to reconsider their current office environment and explore alternative ways of working, facilitating more space cost efficiencies.

The main element of today’s meeting is a roundtable discussion involving representatives from several FRPAG member agencies or other agency experts to share their strategies as their programs currently deal with these issues. Representatives were from the following:

- Department of Homeland Security
- Department of Commerce’s National Oceanic and Atmospheric Administration
- GSA’s Public Buildings Service
- Department of State

It is hoped that today’s discussions will lead to development of other approaches of value to the attendees and our FRPAG members and their agencies.

Carolyn then introduced Debra Sonderman, FRPAG Co-Chair, and Director of the Department of Interior Office of Acquisition and Property Management (PAM) and agency Senior Procurement Executive.

### **INTRODUCTION OF DEBRA SONDERMAN**

Debra E. Sonderman shared her perspective on the Department of Interior’s (DOI) real property portfolio, and highlighting the importance of telework and how her agency was promoting telework. Debra also commented on how her agency is also addressing space efficiencies and is trying to reduce the amount of square footage per person.

Carolyn thanked Debra for her remarks and proceeded to address the main item on the agenda, the Roundtable

### **ROUNDTABLE**

Carolyn introduced the next item on the agenda, the Roundtable, and the main agenda topic identified by the Executive Committee of Space Efficiency and the Mobile Workforce. She provided a biography of each member on the Roundtable, who represented agencies that were members of the Executive Committee and currently dealing with the issue of space efficiency and pilot programs.

Richard Espinoza has been with the Department of Homeland Security (DHS) since 2005, serving as the Assistant Director for Real Property- Asset and Logistics Management in the Office of the Chief Administrative Officer. He is in charge of real property portfolio and asset management at DHS Headquarters, with responsibility for leadership, strategic direction and program guidance for the Department.

Nathalie Tisseaux is an Architect with the Business Analysis Investment Planning Staff, with the National Oceanic and Atmospheric Administration (NOAA), with the Department of Commerce. As a licensed Architect, she has been working since September 2007 at NOAA developing policy and guidance for Facility capital investment planning, including managing Facility Business Case Analysis and Investment Planning activities.

Gavin Bloch is the Chief Asset Officer with the Office of Real Property Asset Management in GSA's Public Buildings Service and is currently leading many initiatives for PBS including space utilization, alternative workplace strategy, and post occupancy evaluations.

Adam Bodner is the Director for the Office of Real Property Management in the U.S. Department of State, with responsibilities including all facets of real estate, design and construction for all domestic Department of State facilities. Currently he is overseeing the development and implementation of a similar Strategic Housing Plan for the State Department's eight million square feet of space in the National Capital Region.

### **Roundtable Format**

Carolyn provided an overview of the roundtable format, in which Richard Espinoza started with an overview of the straw man Proposal issue. Richard and the other members, Nathalie, Gavin, and Adam, covered the following elements of their respective agency programs, and answered questions from meeting attendees:

1. What issues their organization is facing regarding Space Efficiency and the Mobile Workforce?
2. What are their agency's approaches and solutions?
3. Where is their agency in its implementation plans?
4. What are any lessons learned as it applies to their organization, if any?

### **Department of Homeland Security**

Richard Espinoza kicked off with a summary of the straw man on space efficiency and the mobile workforce, and commented with his example of his telework – 5 days a week.

Richard's slideshow was entitled ***“The DHS Flexible Workplace Pilot,”*** which addressed ***“A collaborative effort, across the DHS Management Directorate, to design strategies for the workplace of the future.”*** Attached is a copy of his slideshow presentation.

Regarding the approach to Flexible Workplace Strategies (FWS), “IT” was slow behind the move to new space (DHS) and so “AirCards” were issued to employees.

- A question was posed as to what was on the (DHS) employee desk. Richard responded that docking stations were on the desks, but that they were going wireless, and there were to be no landlines, and all would have blackberrys.

Richard indicated that there was “culture shock” with the switch to telework (with laptop and blackberry). Questions were raised about the pilot, about how did DHS evaluate it? Richard commented that they used metrics.

Another question was whether they did save any space? Richard said that they started with sharing desks but too much opposition. There was the issue of if 2 people have to be in at one time to a shared workstation, that there was a big conflict. The use of touchdown stations was not totally helpful. The use of AirCards helped and was used to send people anywhere to work during the time when management wanted all staff in the office.

He also indicated that for schedule and training, performance plans would be the reason for this.

Also the 3 leg stool example was used which includes HR, space, and IT. Regarding space savings, He said you cannot force them to consolidate, but rather those offices must come to you to request space savings (i.e. not you to them).

There was a question as to what company/who did survey on workspace. He responded that it was Gensler (consulting firm).

It was commented by Debra Sonderman, that there is a loyalty component – dedication to service.

Hank Aldag added that in hiring, you should look at entire package – and telework is part of that package; it is attractive to employees (and thus their retention).

However, it was pointed out that telework is not for all – it will be a problem no matter what.

There was a question about what job(s) can telework? The point was made that one should not make it personal (about who/what job can telework). It’s about the job (i.e. can that job be done teleworking) and it is not the person to be judged on whether they can telework. Let all employees in a certain job series telework if that job is targeted for teleworking. Work performance can be handled by the usual performance rating.

Debra commented about the importance of electronic filing for telework. Richard Espinoza also commented that problem employees can telework too. Performance can be rated poor or good regardless whether telework or not.

Another issue was raised about administrative staff – if it is critical to office functioning, that they are in office and not teleworking

There was a question from HHS about “want” vs. “need” in space—do employees need large workstations?

Richard responded that DHS is working through certain space square footage requirements. He said regarding the St. Elizabeth’s DHS project, that his agency needs outcome based square footage, and not the number of employees per square footage. He further explains that you should do space requirements based on “what do you (the employee) do” not “what is the number of employees times square footage?”

## **National Oceanic and Atmospheric Administration (NOAA), Department of Commerce**

Nathalie Tisseaux covered her agency's space efficiency and telework initiative with her slideshow named "***NOAA Facility Efficiency Initiative***." Attached is a copy of her slideshow presentation.

Following the presentation, one question was asked about whether rental rates were higher out there (in Seattle)? Nathalie indicated that this was "owned space" (in the Seattle pilot location) and so that was not an issue.

There was another question about who was doing the workplace analysis? The analysis was being done "in-house." Another meeting attendee asked whether they work under the CFO (Chief Financial Officer)? They do not work under the CFO but rather they work under the CAO.

Another question was asked about if they (NOAA) are aware of work done with GSA? Nathalie replied that yes, NOAA was aware of GSA's work.

Richard Espinoza of DHS commented during the discussion that the human element is a very big issue. Also HHS asked how does NOAA communicate? PBS's Gavin Bloch mentioned that there is "continual communications" in GSA. According to Lance Feiner of NOAA, it is important that the telework message has to come from the top. The message must come from the top that telework supports the mission of the agency.

## **General Services Administration, Public Buildings Service (PBS)**

Gavin Bloch covered GSA's Public Buildings Service's efforts with his slide, "***Workplace Transformation: Continuum Approach***". Attached is a copy of his slide presentation.

This issue of space efficiency and the mobile workforce begins with measurement – this is very important. For this need, Gavin indicated that the Federal Real Property Profile (FRPP) was not the best source of data. What was needed was the usable square feet at each location and the number of FTE (full time employees).

One meeting attendee commented that savings comes from more than space cuts; rather costs savings come from many sources: reduced carbon footprint, reduced travel time (and cost), and less turnover (in workforce).

In addition, Gavin said that employees would "check in" when they get to work. If there is better data, that will help people.

Gavin mentioned the modernization of the 1800 F Street GSA headquarters building. About 6000 employees are scheduled to go into the new central office space when completely renovated (where about 2400 employees had worked before). This is a challenge from the Administrator to accommodate this goal.

New telework policy will help shift to this new mobile workforce that is needed. Gavin raised the question about the mobile workforce – how does IT help desk help the mobile workforce vs. the regular employee?

Gavin mentioned the Living Lab and that this is not a pilot (do not use the word pilot). Space that was freed up was about 10,000 square feet. (See the attachment about GSA PBS's LIVING LAB)

Also, another technology that PBS is pushing is digital file storage.

They (PBS) are moving away from concept of “personal” space. This is even true for supervisors; supervisors don’t need private offices all the time, they need private space sometimes to conduct supervisory business.

One question raised in the meeting was what is the time schedule for the PBS project that Gavin mentions? (Refer to the attachment for a time schedule)

Debra Sonderman asked how you can measure “productivity?” Gavin indicated that they are doing a lot of surveys in this area.

Another asked if they (PBS) are tying in this with measurements of energy savings?

Architect of the Capitol, Michele, asked that a contact is needed for how PBS is achieving “zero environmental foot print” (how are they measuring the reduction?).

Another question was – how is the union being involved? Gavin indicated that it was involved with the pre-decisional phase. Another issue raised was shifting the cost of work to employees at home. DHS asked, if General Counsels from the agencies get together on this?

It was also commented that to get the “best and brightest”, we must move ahead with this initiative.

Carolyn then commented that a scheduling system is used in the new GSA building facility for conferences (not working too well due to stress?). Also it was indicated that there are also messaging tools available to GSA staff.

### **Department of State**

Adam Bodner’s remarks include the following highlights as well and questions and answers from the attendees.

A Workspace Study was just completed—Ryan Spokes (spl?). They received the study yesterday (day before FRPAG meeting). Hank Aldag was involved with this project also. Hank was at the FRPAG meeting along with Adam.

Adam stressed that it is not going to fly anymore that they (the agency) are doing “nothing,” so he is working on a lot of things now.

There are new issues and environment (with Congress) now including the following points:

- savings – space
- consolidation
- energy savings
- no more expansion space

There is a 30% target savings that can be done in new space.

Adam says that that decision making is all vertically integrated now.

Carolyn raised a question about collaboration. What does he mean by that, what does that mean/entail? Adam replied it included all the different parts of his agency.

Adam remarked that the agency’s Foggy Bottom location – it is cheaper to use space there (since it is Federally-owned property).

Regarding the Rosslyn Space Prospectus – this is new. Adam will now be redoing this using all new ideas here including:

- 162 sf per person rentable
- Surveys on how space is used - Hank Aldag indicated that a1000 interviews will be conducted and they will be looking at what people are actually doing; they will be looking at the culture

There was a question here—about parking---is State looking at this too? Hank remarked that they are not looking at parking, they will only look/looked at office space. But he did mention that there is no free parking.

Debra Sonderman asked if anyone is providing parking for contractors. She said she/her office was getting pressure to provide for contractor, from another office. Parking was not in the bid from the contractor. This issue was not resolved.

### **Roundtable Wrap Up**

Carolyn thanked all the members of the roundtable for participating. She said that the next step/issue will be the topic of Disposal of Federal Property.

### **NEXT STEPS**

Carolyn went on to summarize that the Executive Committee will provide a compendium of resources for the FRPAG members. The contents of the compendium will include an inventory of what each agency is doing.

In response, John mentioned the FRPP. Also Carolyn mentioned the Executive Committee will consolidate this information, i.e. square feet per person, etc.

Also, she will add to list of reference information, the contracts available to do work studies – note: PBS has one they are using.

FRPAG will be putting working group together for this. The group will decide how to keep the information/what technology or platform to use (such as on web?).

Carolyn said that at a minimum, they will determine what information they want to collect – we will be sending out a request out to FRPAG members.

Gavin from PBS said they have a workspace diagram (*“RPAM WORKPLACE LIVING LAB DESIGN PRESENTATION, 13 APRIL 2011, A PILOT PROJECT FOR THE MOBILE WORKER”*). He has a PDF of it which he can share.

Adam Bodner added that performance measures could be next layer down from this level.

Carolyn concluded the meeting with thanks to all for attending.

### **FRPAG MEETING ACTION ITEMS:**

- Establish an ad hoc working group to address the Space Efficiency and Mobile Workforce issue
- Preparation of a reference tool for FRPAG members on agency resources (best practices, etc) for space efficiency/mobile workforce initiative; FRPAG members will be contacted to contribute information/policy/practices/space standards their respective agencies have



- Share PBS's workspace diagram ("*RPAM WORKPLACE LIVING LAB DESIGN PRESENTATION 13 APRIL 2011 A PILOT PROJECT FOR THE MOBILE WORKER*") (note: this is a 40 page PDF file consisting of 15,690 KB)
- Volunteer to host future FRPAG meeting; contact the Office of Real Property Management

## **ATTACHMENTS**

- **DHS Presentation:** "The DHS Flexible Workplace Pilot"
- **NOAA Presentation:** "NOAA Facility Efficiency Initiative"
- **GSA PBS CHART:** "Workplace Transformation: Continuum Approach":
- **GSA PBS:** "RPAM Workplace Living Lab Design Presentation, 13 April 2011, A Pilot Project for the Mobile Worker"

## **ATTENDEE LIST**

### **Architect of the Capitol**

Michelle Kayon

### **Department of Agriculture**

Brenda Carignan

### **Department of Commerce, National Oceanic and Atmospheric Administration**

Lance Feiner

Nathalie Tisseaux

### **Department of Health and Human Services**

Elizabeth Fahey

John Rombola

### **Department of Homeland Security**

Richard Espinoza

Charels Green

### **Department of Labor**

Philip Puckett

### **Department of State**

Howard Aldag

Adam Bodner

### **Department of the Air Force**

Stephen Wood

### **Department of the Interior**

Ed Awni

John Beeman

Craig Lasser

Debra Sonderman

### **Department of the Navy**

James Leary

### **Department of the Treasury**

Charles Ingram

Brian McDowell

### **Environmental Protection Agency**

Jody Kane

William Ridge

### **General Services Administration**

#### **General Counsel**

Jeffrey Domber

### **General Services Administration, Office of Governmentwide Policy**

Carolyn Austin-Diggs

Nadine Burns

Michele Courtney

Pathina Fitzgerald

Robert Holcombe

Kenneth Holstrom

Theresa Noll

Richard Ornburn

### **General Services Administration, Public Buildings Service**

Gavin Bloch

### **National Aeronautics and Space Administration**

Calvin Williams

### **Naval Facilities Engineering Command**

Gene Hubbard

### **Office of Personnel Management**

Mario Aquino

### **Social Security Administration**

William Dragan

Chad Poist